

18 MAY 1971

**MEMORANDUM FOR:** Deputy Director for Support

**SUBJECT** : Proposed Meetings with Small  
Groups of Careerists

**REFERENCE** : Minutes, DD/S Staff Meeting,  
13 April 1971, para. 4

1. This is in response to your request for comments on the proposal that you initiate a series of meetings with employees of the Support Directorate.

2. I don't know the precise objective of your meeting with the personnel of the Support Directorate, but I can think of no better general forum for you to meet and discuss and respond to questions on the more or less apparent problems and direction of the Directorate than that of such courses as Trends and Highlights, Midcareer, and the Advanced Intelligence Seminar. If, however, the aim of the expanded meetings is to accomplish something more concrete, it would perhaps be useful for you to follow a more determined line of inquiry. For example:

a. In my conversations with the MAG and the Junior Officers Working Group, as well as with students in such courses as the AIS and the MEDC, it has become apparent to me that the flow of communications in the Agency may very well be stemmed at the midcareer level--with the latter group not funneling the message upward and consequently no response coming downward from the top.

b. Over a period of runnings of the Managerial Grid, DDS personnel have listed the barriers to communication in the DDS and have suggested remedies to overcome these obstacles. If carefully defined, the barriers could provide a realistic framework for discussions with select groups.

c. All concerned students of management talk a great deal about the centralizing of decision making at the highest level as the last steps of a fossilized bureaucracy. The need to push decision making responsibility downward is real. I suspect that job dissatisfaction is more related to exclusion from a piece of the action than to other common and supposed ills.

3. A negative aspect of the proposal is the fact that you cannot possibly meet with all DDS personnel--those not included are bound to feel left out unless some very practical or random method of selection is made.

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HUGH T. CUNNINGHAM  
Director of Training

SECRET

MINUTES

DD/S STAFF MEETING

7 December 1971

1. Present were Messrs. Wattles, [REDACTED] Fisher, Osborn, Dr. Tietjen, 25X1A

[REDACTED]

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2. Office Directors' Informal Meetings with Members of Respective Career Services -- Mr. Wattles. On 28 May 1971 Mr. Coffey sent a note to each of the Office Directors asking that they hold informal meetings with members of their respective career services, and be prepared for a review of the results of these meetings sometime in December. Mr. Wattles asked that Office Heads be prepared to discuss the results in executive session with Mr. Coffey when he returns from his trip.

3. ADD/S Meeting with Support Directorate Representatives to MAG -- Mr. Wattles noted that he has had a recent meeting with the three Support Directorate representatives to the Management Advisory Group. At this 30-45 minute meeting, it was Mr. Wattles' intent to make the three representatives more aware of what the Directorate is doing, and give the representatives an opportunity to test ideas and proposals on him that relate to work done by the MAG. The three Support Directorate representatives are: OP [REDACTED] OMS [REDACTED] OF [REDACTED] Mr. Wattles encouraged all present at the meeting to talk with them and provide fuel for their work with MAG. 25X1A

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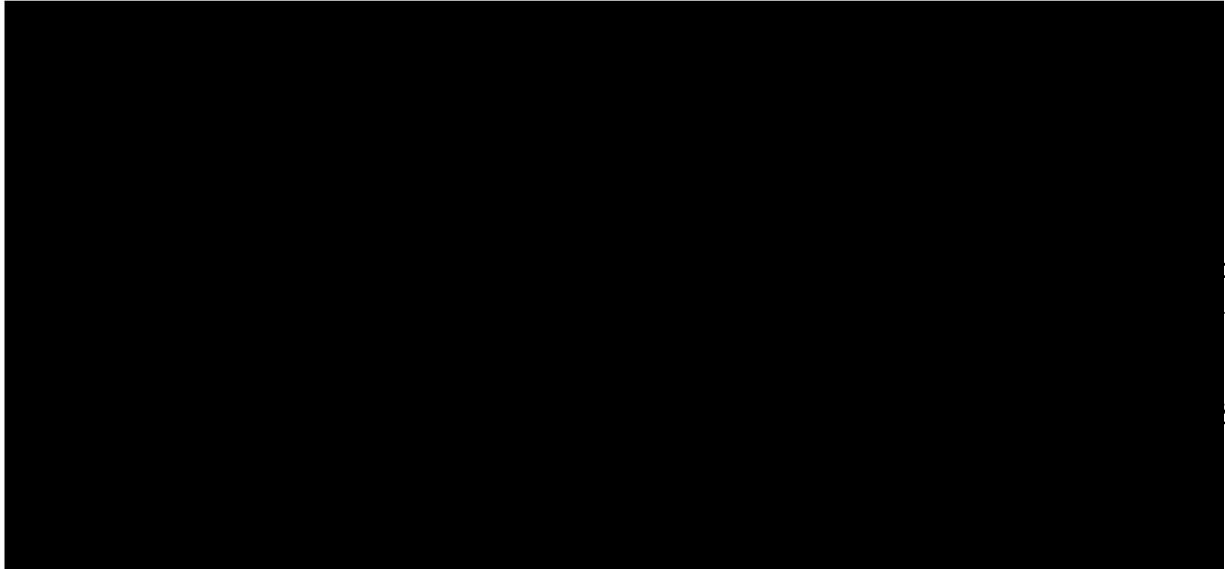
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[REDACTED]

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5. Supergrade Promotions in the Support Directorate -- Mr. Wattles announced the promotion of six Support Directorate careerists to supergrade



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6. Planned Retirements of Support Service Personnel During December 1971 -- announced the following Support Directorate retirements during December

1971:

CIARDS

Career Service

Date Effective

S	12/31/71
SF	12/31/71
SC	12/31/71
SL	12/31/71
SC	12/31/71
SL	12/31/71
SL	12/31/71
ST	12/31/71
SF	12/31/71

Career Service

Date Effective

SF	12/24/71
ST	12/24/71
SP	12/31/71
SF	12/31/71
SL	12/31/71
SL	12/31/71
SS	12/31/71

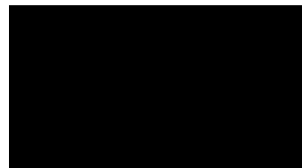
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25X1A

CSRS

Career Service

Date Effective



SF  
SL  
SL  
S

12/31/71  
12/16/71  
12/22/71  
12/29/71

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7. Junior Advisory Panel -- Mr. Wattles noted that at a recent "S" Career Service meeting called by Mr. Coffey, an election was conducted for representatives of the GS-10 to -13 grade group in the Career Service to form a Junior Advisory Panel. Members of the "S" Career Service were given a list of all 10's through 13's and asked to check the names of ten candidates. Of those, the seven receiving the most votes would comprise the panel. The seven are:

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Wattles will convene the first meeting of the Panel next week. The group's charter and the election of a chairman will be discussed at that time.

8. Office Directors' Weekend Meeting -- Mr. Wattles noted that he and Mr. Coffey held a meeting with Office Directors in the country last weekend. He said the session had gone quite well and was felt to be extremely useful. Mr. Coffey will report on the substance of the session when he returns from his trip.

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9. Around the Table

Office of Communications - [REDACTED] said that the war in South Asia has put a severe strain on his personnel. The number of TDY and PCS personnel in [REDACTED] is about even at about 45 of each. OC was cut too heavily in that area by BALPA and OPRED; it has been difficult to increase strength to cope adequately with the present crisis.

Office of Personnel -- Costs of the Overseas Medical Program have been increasing steadily - circa \$75,000 per annum (last year's costs totaled circa \$500,000). The Office of Personnel has initiated a study of the increases.

Office of Medical Services -- Dr. Tietjen encouraged the practice of using annual leave at the end of the year rather than losing it. It is good therapy to get away from the job. Employees should be encouraged to take the time if they have it coming and they can be spared.

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Office of Training -- Mr. Cunningham noted the following:



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On 8 December OTR will conduct briefings for the Commander of the Defense Intelligence School and members of his staff.

On 13 and 14 December the School of Intelligence and World Affairs/OTR will conduct an in-depth review of the mid-career course.

The final report on the Senior Seminar will be published shortly.